

Project Title	Increasing Citizen Satisfaction through Comprehensive Complaint Management System
Category of Award	Smart Solution for Citizen Services Delivery
Executive Summary	<p>Surat is one of the fastest growing cities of India. Surat Municipal Corporation has taken various initiatives and has adopted innovative practices spanning across the functions of Municipal Corporation with a view to provide best in class civic amenities.</p> <p>SMC is responsible to provide host of infrastructure services like potable water, drainage, street light, roads, sanitation, health care, education, public parks & garden, etc. SMC is responsible to manage the large city area of 326 square km with population of around 6 million. The citizen gets engaged with right from womb to tomb.</p> <p>To manage such a large city are and a very diverse set of services that touches life of all the citizens of the city, it is very important to have a strong grievance redressal system in place.</p> <p>SMC has adopted and implemented information technology based tools in the area of e-Governance and m-Governance with a view to improve service delivery and bring in efficiency and transparency in municipal operations.</p> <p>The initiative highlighted over here is that of SMC's Comprehensive Complaint Redressal System which is aimed to improve the service delivery and citizen satisfaction.</p> <p>SMC offers various channels that helps citizens to register their grievances. Different complaints are assigned the SLA and are escalated beyond SLA. Citizen is provided facility to reopen complaints is not satisfied with compliance.</p> <p>The system is comprehensive in nature has been evolved over a period of time incorporating the minor and major enhancements that are aimed to make life of citizens easy and improve the standard of service delivery for SMC.</p> <p>Objective: The entire grievance redressal system was revamped as part of implementation of Command & Control Center (SMAC Center) project as part of Smart City Mission. The special focus was towards accountability, transparency and improve the overall efficiency.</p> <p>Geographical & Population Coverage:</p>

	<p>The system empowers approximately 6 million citizens residing in Surat (area 326 sq.km) to use this tool to report the day to day civic problems that they face. It enables them to report and tract the complaints.</p> <p>Coverage in terms of Various Municipal Functions/Services: CMS categorises over 100 municipal functions/services. The different complaints are grouped under 19 groups. There is a flexibility to register complaints under other category if the same is not listed under comprehensive complaint list. Thus, CMS covers the length and breadth of the municipal service spectrum.</p> <p>Coverage in terms of Work Force: CMS covers the employees who are working on the ground and are directly responsible to provide resolution. The different levels under CMS covers the Junior/Assistant Engineer (JE/AE), Sanitary Inspector/Sub-sanitary Inspector (SI/SSI), Supervisors, Clerks, etc. The middle level and higher level officials are also made part of the system through escalation mechanism.</p> <p>Coverage in terms of Complaint Registration Channels: CMS offers different avenues for registration of complaints. There avenues are suitable to different sections of society. They include registration through SMC portal, mobile app, social medial through whatsapp, toll-free number and by physical visit of civic center or ward office.</p>
Background & Context	<p>Surat Municipal Corporation introduced automated computerized complaint lodging and monitoring system in 2003. The system got evolved over a period of time and new avenues for registration of complaints have been added with the adoption of the same by people at large. The existing system was having limitations:</p> <ul style="list-style-type: none"> - No mechanism to escalate complaint to higher level officer for necessary intervention - No mechanism to ascertain the quality of compliance. - No mechanism for citizen to reopen same complaint and citizen was forced to register a new complaint if not satisfied with compliance. - No mechanism for field level compliance resulting in delay in compliance as compliance can only be marked from intranet available within office. <p>CMS enables citizens to register their grievance through website, mobile app, toll-free number and even WhatsApp. With the rising awareness amongst the citizens and increased utilisation of the system, it was imperative to ensure the sanctity of the system as the</p>

	<p>number of citizens engaging with SMC for resolution of complaints increased resulting in higher number of complaints being reported. The increased number of complaints mandated for provision of the tool that helps and enables employees responsible to redress complaint to keep track of complaints assigned to them and mark compliance from the field itself rather than coming to office. The higher officials were also required to be sensitised and taken into loop in case of non-compliance of the complaint within SLA or if citizens are not satisfied with the compliance of the complaint. It was also required to proactively monitor various services to identify the problems for resolutions before the same are reported by the citizens.</p> <p>With this background it was required to further strengthen the existing complaint management system by augmenting the same with additional functionalities and features.</p>
<p>Implementation Objectives</p>	<p>The Comprehensive Complaint Management System aims to achieve various objectives which are mainly centered around increasing citizen satisfaction and city's living standards and also towards improving internal efficiencies and bring in accountability.</p> <ul style="list-style-type: none"> • To create the enterprise class system that helps ensure effective resolution of citizen grievances • To automate the complaint redressal process right from registration to its compliance • To improve the overall service delivery standards and increase the citizen satisfaction • To ensure adherence to set SLA for compliance of each complaints • To have the holistic view of complaints coming from different sources • To adopt various channels that are popular amongst the citizens for complaint registration and thus increase citizen engagement by aiding them to raise grievances and report problems • To use new and evolving technologies for improving internal efficiencies and increasing citizen satisfaction • To bring in transparency and accountability • To empower citizens • To implement a system that is accessible to all sections of society <p>Technology used: CCMS is divided in two parts. The centralised application front-end is based on asp.net and the database is MS SQL. The citizen interface through website is based on asp.net, Citizen's Connect mobile app</p>

	<p>is based on iOS and android. The complaint registration through whatsapp is done using WhatsApp web and application developed in C#. Proactive complaint registration is done through</p> <ul style="list-style-type: none"> - application developed in C# for CCTV feed - Suman Watch App developed in iOS and android - iPromise App developed in android
<p>Scope of implementation</p>	<p>The earlier Complaint Management System was mainly relying on citizens to report complaints and was working on reactive mode. With the plan to start Command & Control Center under Smart City Mission, the various channels for registration of complaints were introduced to make the system proactive.</p> <p>(1) CCTV Feed from Safe City Project of Surat City Police was brought to SMAC Center and was utilized for monitoring of civic issues like</p> <ul style="list-style-type: none"> o Damaged Footpath / Divider o Road digging o Road Sweeping, Night Scraping & Brushing o Water Leakage / Drainage Overflow o Water Logging o Kachha-Pakka Encroachment o Road Side tree plantation and trimming <p>(2) Employee Connect App has been developed for Android & iOS platform. The app enables the assignee employee/officer to keep check on the complaints assigned to him/her. It enables them to check pending complaints, escalated complaints, and reopened complaints. It enables them to mark the compliance from the field. If complaints are not pertaining to them, they can assign/transfer to the concerned employee.</p> <p>The assignee officer is notified through SMS and push notification as and when the complaint is registered by the citizen. He is also notified when the complaint is escalated.</p> <p>(3) Integration with Suman Watch – a night round application under which senior officials visit randomly assigned routes and report issues identified during field visit.</p> <p>(4) Various reports and dashboard developed to provide insights regarding repeated complaints, complaint pendency/escalation, reopened complaints, etc. to employees, officials and complaint monitoring cell.</p>
<p>Innovative characteristics of the proposal</p>	<p>1. COMPLAINT REGISTRATION CHANNELS</p> <p>One of the very important aspect to make any complaint management system successful is to provide easy avenues for the citizens to register their grievance. It is ensured that the system is accessible to all sections of the society and does not create technology or financial hindrance.</p>

Call Center: Citizens can call on toll-free number 1800 123 8000.

Website: Citizens can register complaints through SMC's website i.e. www.suratmunicipal.gov.in. Enables to register complaint in local language.

Mobile App: Citizens can register complaints on the go along with photograph through SMC's mobile app. App available for android and iOS

WhatsApp: Citizens can register complaints by sending complaint details along with photographs by WhatsApp to 7623838000. Enables registration of complaint through popular social media among people of all age group and section of society.

2. PROACTIVE COMPLAINT REGISTRATION

Instead of relying on citizens to lodge complaints, SMC has taken various steps to identify the complaints proactively.

Command & Control Center:

- SMC's Command & Control Center monitors various civic services proactively and registers complaint in CCMS through feed from over 600 CCTV camera placed across city, monitoring of over 600 Door to Door Solid Waste Vehicles, etc.

Night Round App

- Each day 3 senior officials visits randomly assigned zones and routes and monitors activities like night cleaning & scraping, street light, 24*7 facilities like WTP/STP, etc.
- All adverse observations are registered in the CCMS

Employee Connect App

- SMC has a strong work force of over 17,000 employees
- Employee Connect App is an internal mobile app and it enables employees to report and register complaints pertaining to different departments on their own

3. COMPLAINT ESCALATION

With a view to ensure timely compliance, complaint escalation is incorporated in the system.

The complaints are first assigned at Level-1 employee, if it remains non-complied within SLA, it is assigned to Level-2 officer after 24 hours it is escalated to Level-3. Citizen is also notified regarding such escalation.

	<p>4. REOPENING OF COMPLAINT / APPEAL ON COMPLIANCE To make sure that the complaints are compiled properly and to the satisfaction of the citizen, provision to reopen complaint is made. On compliance, an SMS/push notification is sent to complainant intimating about the compliance and option to reopen the complaint if not satisfied with compliance. Reopened complaints are directly assigned on first instance to Level-2 and on second instance to Level-3</p> <p>5. COMMUNICATION WITH COMPLAINANT It is very important to keep the complainant in the loop and keep him informed about the status at each stage. The complainant is notified at the time of registration with complaint ID, assignee employee name and contact number. - At the time of complaint escalation intimating about escalation and name and contact details of officer to whom complaint is escalated. - On compliance of the complaint.</p> <p>7. COMPLAINT MANAGEMENT SYSTEM MOBILE APP INTERFACE FOR EMPLOYEES This app has been very useful to the employees and has also improved the overall response time and reduce the compliance duration.</p>
Results	<p>The Complaint Management System has been very useful tool to SMC in managing the citizen grievances. Various enhancements to the system and introduction of new channels has received very good response from the citizens.</p> <p>Compliance Statistics: For current year, from 01/01/19 to 30/04/19, total 75,095 complaints have been registered through various channels. Out of these 74,803 complaints have been complied. This is 99.61% compliance. The no. of complaints registered in 2018 and 2017 were 2,08,897 and 2,33,844 respectively.</p> <p>Complaint Reopened Statistics: Out of the total compliance of 2,08,897 complaints complied in 2018, 5626 complaints (2.69%) were reopened and out of these 165 complaints (0.08%) are reopened again.</p> <p>Out of the total compliance of 74,803 complaints complied from 01/01/19 to 30/04/19, 1729 complaints (2.36%) were reopened and out of these 66 complaints (0.09%) are reopened again.</p>

Replicability / Scalability

The CCMS is based on the proven technology and is quite scalable. It has sustained year on year rise in the number of complaints registered. The system is developed and maintained in-house which provides flexibility to make necessary changes to the system from time to time. The system has been augmented and strengthened with addition of new features like complaint escalation, complaint reopening, compulsory compliance through mobile app, proactive complaint registration through SMC mobile app, etc.

The system is replicable for all ULBs as it empowers to the citizens to raise their grievance related to ULB services. It also helps ULB to identify issues with the services delivered and help towards improving service delivery and derives the following benefits.

- **Single system across organization:** CCMS is a single repository of all the complaints pertaining to SMC. Complaints coming from different sources have a common database and provides holistic view of complaints.
- **Easy to use:** SMC has offered various channels for reporting complaints that are popular amongst the citizens. The toll-free number helps people belonging to lower section of society or non-tech savvy people to register their complaints. The website and mobile app helps people register their complaints on the go. Whatsapp is a popular social media tool widely used by people belonging to different age group.
- **Improved communication:** Complainant is notified at each stage of complaint right from registration to its compliance. This helps to keep citizen in loop during the process.
- **Improvement in service delivery:** Complaint escalation and complaint reopening helps to ensure timely and proper compliance of the complaint. Combined with regular review at the highest level, the system helps to improve the service delivery.
- **Better insights:** Various analytics on the complaints helps to identify frequent complaints, average turnaround time, general pendency vis-à-vis employee, general reopening vis-à-vis employee, area specific complaints, etc. All this help identify the root cause of the complaints and take short term and long term corrective measures. It also helps to identify need for strengthening infrastructure and manpower.
- **Empowered employees:** SMC Employee Connect helps keep track of complaints assigned to them. It sends them notifications on escalation, reopening, etc. The dashboard gives quick glance of the pendency along with escalation. It also helps to get complete details of the complaint registered by citizen even on the field eliminating need to visit office.

	<ul style="list-style-type: none">• Improved citizen satisfaction: CCMS with its different features helps SMC ensure timely and proper compliance and it helps citizens keep track of their complaint for its compliance upto their satisfaction.
URL link for high resolution videos of the project	https://www.youtube.com/watch?v=dvTAKL8pnDA

Nomination For
Smart Urbanation Award

Category: Smart Solution for Citizen Services
Delivery



Increasing Citizen Satisfaction through
Comprehensive Complaint Management System

Nomination by
Surat Smart City Development Ltd.

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Executive Summary

Surat is one of the fastest growing cities of India. Surat Municipal Corporation (SMC) has taken various initiatives and has adopted innovative practices spanning across the functions of Municipal Corporation with a view to provide best in class civic amenities.

The city administration is responsible to provide host of infrastructure services like potable water, drainage, street light, roads, sanitation, health care, education, public parks & garden, etc. SMC is responsible to manage the large city area of 326 square km with population of around 5.5 million. The citizen gets engaged with right from womb to tomb.

To manage such a large city are and a very diverse set of services that touches life of all the citizens of the city, it is very important to have a strong grievance redressal system in place.

SMC has adopted and implemented information technology based tools in the area of e-Governance and m-Governance with a view to improve service delivery and bring in efficiency and transparency in municipal operations.

The initiative highlighted over here is that of SMC's Comprehensive Complaint Redressal System App which is aimed to improve the service delivery and citizen satisfaction.

SMC offers various channels that helps citizens to register their grievances. Different complaints are assigned the SLA and are escalated beyond SLA. Citizen is provided facility to reopen complaints is not satisfied with compliance.

The system is comprehensive in nature has been evolved over a period of time incorporating the minor and major enhancements that are aimed to make life of citizens easy and improve the standard of service delivery for SMC.

Introduction and Background

About Surat

Located in western part of India in the state of Gujarat, Surat is referred as the silk city and the diamond city. It has the most vibrant present and an equally varied heritage of the past. Surat is also known as economic capital of Gujarat and is having one of the highest growth rates amongst Asian cities. As per the Census 2011, it is the eighth largest city in the country with population of 4.48 million population. On the scale of population growth, Surat is the fastest growing city in Asia and holds 4th rank in the world. On the economic front, Surat holds top position with highest per house-hold income in the country

Surat has been selected as one of twenty Indian cities (in the first round of selection) to be developed as a smart city under Smart Cities Mission.

About Surat Municipal Corporation

The Surat Municipal Corporation (SMC) has responded to the challenges of fastest population growth and high speed economic development by adopting the best urban management practices. The administration of SMC with the help of the people and elected members of the city has transformed Surat to one of the cleanest cities of India. SMC has taken all necessary steps to make the city a better place to live with all amenities. SMC has taken up many path breaking initiatives and these efforts have been acknowledged at national and international level.

Need for Comprehensive Complaint Management System

Urban local bodies (ULBs) are local-self-governing institutions and constitute third tier of governance systems in India and attend to the day-to-day needs of the citizens such as roads, street lighting, water supply and sanitation, solid waste management, primary education, parks, public health, and so on.

The city population is growing fast and Surat is no exception. With over 60% sustained decadal population growth over last 4 decades, the city has been magnet to migrants from various parts of the state and country. The ever increasing massive growth in city population has created an urgent need for strengthening urban local bodies that can deliver adequate services and improve living conditions of citizens.

Since, Surat Municipal Corporation is responsible to deliver large gamut of services touching the life of all the strata of society, SMC is required to orient

its activities towards the satisfaction of citizens in the city so as to build confidence among the citizens.

To this fact, SMC has identified, grievance redressal as an important function of an efficient, responsive and transparent municipal body. The basic purpose behind a grievance redressal mechanism is to provide a platform to the citizens to lodge their complaints related to various services they receive from SMC, voice their opinions and provide feedback on various services rendered by ULBs.

A good grievance redressal system, assists the municipal bodies in improving their services in the following manner:

Citizens → Municipal Bodies: - Citizens voice their grievances and thus provide valuable feedback to municipal bodies regarding the quality of services delivered.

Municipal bodies → Citizens: - Besides addressing the complaint, the feedback given by the consumer/citizens helps the municipal bodies to analyze the quality of their services and become aware of (and eventually rectify) any deficiency (structural or otherwise) inherent in their services. This helps in improving the efficiency, accountability, responsiveness and transparency of the municipal bodies. All this ultimately leads to improved service quality.

Situation before the initiative

Prior to the implementation of IT based Complaint Management System, SMC was having the manual system for complaint registration. SMC is having around 100 sanitation ward offices. Conventionally, the citizens were required to visit the nearest ward office for lodging their complaints pertaining to sanitation, drainage line chock ups, leakages, etc. and the zone office or head quarter for lodging other kind of complaints.

In the manual system, the complainant is also issued a White card or a Red card depending upon the nature of the complaint. White card is issued for complaints related to Public Health Department that needs to be addressed within 24 or 48 hours and Red card is issued for complaints related to Engineering Works Department and needs to be looked upon within 1, 3 or 7 days.

There were many limitations of the system:

1. No centralized repository of the complaints: The complaint details are maintained at the respective location in the paper registers.

2. No mechanism to intimate the citizen on compliance: Complaints are compiled are marked as complied in the registers. The complainant is not notified about the status.
3. No mechanism to get feedback on quality of compliance
4. No mechanism to monitor the pendency vis-à-vis compliance duration
5. Lack of holistic view of the complaints required to get insights on the complaints and take corrective actions.

About the Comprehensive Complaint Management System (CCMS)

Comprehensive Complaint Management System is the single integrated grievance redressal system of Surat Municipal Corporation. All the complaints pertaining to citizens reported either directly by citizens or proactively by SMC are registered in this single system and are managed through it.

The citizens are provided option to register their complaints through website, mobile app, call center, whatsapp and even by visiting any of the civic center. Each complaint is assigned a unique complaint ID and citizen is notified right from complaint registration to complaint compliance.



Objectives of the system

The Comprehensive Complaint Management System aims to achieve various objectives which are mainly centered around increasing citizen satisfaction and city’s living standards and also towards improving internal efficiencies and bring in accountability.

- To create the enterprise class system that helps ensure effective resolution of citizen grievances
- To automate the complaint redressal process right from registration to its compliance
- To improve the overall service delivery standards and increase the citizen satisfaction
- To ensure adherence to set SLA for compliance of each complaints
- To have the holistic view of complaints coming from different sources
- To adopt various channels that are popular amongst the citizens for complaint registration and thus increase citizen engagement by aiding them to raise grievances and report problems
- To use new and evolving technologies for improving internal efficiencies and increasing citizen satisfaction
- To bring in transparency and accountability
- To empower citizens
- To implement a system that is accessible to all sections of society

Coverage – Geographical and Demographic

Surat Municipal Corporation (SMC) manages the city having geography of 326 sq.km. The city population as per current estimates is 5.5 million and as per last census 2011 it is 4.4 million. The Complaint Management System enables the citizens spread across the city to use this tool to report the day to day civic problems that they face. It enables them to report and track the complaints.

Evolution of the system

Surat Municipal Corporation introduced automated the computerized complaint lodging and monitoring system in 2003.

At the time of the launch, the citizens were given the option to register the complaints through SMC's website. Once a complaint is registered, unique complaint number is generated and provided to the citizens. The citizens can track the status by visiting SMC's website.

Complaint Management System after computerisation then hosted online, later enabled on Mobile App has gradually seen increasing participation of citizens as well as timely compliance by the resolving field staff. Citizens can now report grievance from any of the access platforms, phone call, website, whatsapp, mobile app or forwarded through State/Central government. Photograph and latitude longitude sent by citizens helps administration assess the gravity of the problem and helps in mobilizing appropriate field staff for resolution. After the complaint is resolved, compliance is marked directly

from the field with location coordinates and photo. This compliance status is visible to citizen and line managers & upper management for optimal tracking. Graded compliance timeline for variety of complaints are now better within tolerance limits. This also helps in measuring performance of field staff and identifying vulnerable areas of the city for better long term planning with more focus on proactive monitoring and resolution.

The system got evolved over a period of time incorporating the enhancements based on the learnings, new technology, adoption of newer channels for complaint registration, etc.

Innovation to the Initiative

The initiative is innovative in many ways.





- SMC was one of the very few ULB to introduce call center with toll-free number for registering complaints in September 2010.
- SMC was the first Urban Local Body in India to launch its mobile app in August 2013. The app enables citizens to report grievances on the go apart from obtaining other services.
- SMC was the first Urban Local Body in India to start accepting complaints through whatsapp in August 2014.
- SMC is one of the very few ULB in India that has empowered its employees with mobile app. This app helps employees to keep track of complaints assigned to them apart from marking field attendance, field reporting / field inspection, etc.
- SMC is one of the very few ULB in India to have robust complaint management system incorporating escalation and complaint reopening mechanism.
- SMC is the first ULB in India to proactively monitor and register grievance through Command and Control center from June 2016
- SMC is one of the very few ULB in India to have diver set of complaint registration channels like website, mobile app., call center (toll-free number), whatsapp and city civic center.

Features of Comprehensive Complaint Management System

1. COMPLAINT REGISTRATION CHANNELS

One of the very important aspect to make any complaint management system successful is to provide easy avenues for the citizens to register their grievance. SMC has augmented and introduced various popular communication

channels from time to time. It is ensured that the system is accessible to all sections of the society and does not create technology or financial hindrance.

	<p>Call Center</p> <ul style="list-style-type: none"> • Citizens can call on toll-free number 1800 123 8000 • Operator registers the complaints along with mobile no. of citizen • Enables economically weaker section and less tech savvy people to register their grievances
	<p>Website</p> <ul style="list-style-type: none"> • Citizens can register complaints through SMC's website i.e. www.suratmunicipal.gov.in • Enables to register complaint in local language • Can be accessed from any place at any time
	<p>Mobile App</p> <ul style="list-style-type: none"> • Citizens can register complaints on the go through SMC's mobile app www.suratmunicipal.gov.in/EServices/SMCAApp • App available for android and iOS users • Enables to register complaint with complaint photograph • Can be accessed from any place at any time
	<p>WhatsApp</p> <ul style="list-style-type: none"> • Citizens can register complaints by sending complaint details along with photographs by whatsapp to 7623838000 • Operator registers the complaints along with mobile no. of citizen • Enables registration of complaint through popular social media people of all age group and section of society
	<p>Commissioner Desk</p> <ul style="list-style-type: none"> • Complaints received at Commissioner office are registered and recorded in the system





2. PROACTIVE COMPLAINT REGISTRATION

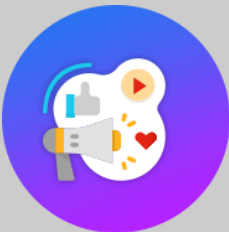

Instead of relying on citizens to lodge complaints, SMC has taken various steps to identify the complaints proactively. The Command & Control Center [Smart City Center (SMAC Center)] helps to identify the complaints.

The CCTVs feed from over 600 vehicles deployed across the city are used by SMC for identification of civic issues and proactively resolve them. The CCTV System is also used to monitor the areas where water logging happens at the time of heavy rainfall. The night brushing and scrapping activity is also monitored through this network. Over 81,000 LED fittings are controlled by around 2300 Smart Feeder Pillars (CCMS). These CCMS are monitored and managed from the SMAC Center. Monitoring of Door to Door Garbage Collection using RFIP and GPS based system is done through SMAC Center to ensure maximum coverage and adherence of garbage collection activity across the city.

SMC own staff is provided with Employee Connect App and Night Round App using which they can report various civic issues pertaining to any department.

All this efforts help identify the issues proactively and leads to timely compliance of the same.

	<p>Command & Control Center</p> <ul style="list-style-type: none"> • SMC’s Command & Control Center monitors various civic services proactively and registers complaint in Complaint Management System • Feed from over 600 CCTV camera placed across city are monitored • Over 600 Door to Door Solid Waste Vehicles are monitored
	<p>Night Round App</p> <ul style="list-style-type: none"> • Each day 3 senior officials visits randomly assigned zones and routes • Various activities like night cleaning & scraping, street light, 24*7 facilities like WTP/STP, etc. are monitored • All adverse observations are registered in the Complaint Management System
	<p>Swachhata App</p> <ul style="list-style-type: none"> • Government of India has launched Swachh Bharat Mission • Citizens are provided facility to report issues related to sanitation through Swachhata App (http://swachh.city/) • Complaints reported through Swachhata App is integrated with SMC’s Complaint Management System
	<p>Employee Connect App</p> <ul style="list-style-type: none"> • SMC has a strong work force of over 17,000 employees • Employee Connect App is an internal mobile app and it enables employees to report and register complaints pertaining to different departments on their own

	<p>Social Media</p> <ul style="list-style-type: none"> Various civic issues reported by citizens on different social media platforms of SMC are registered in Complaint Management System
	<p>PG Portal Complaints</p> <ul style="list-style-type: none"> Government of India has launched Centralized Public Grievance Redress And Monitoring System (CPGRAMS) (https://pgportal.gov.in/) Various grievances registered on this portal are also registered in Complaint Management System

3. COMPLAINT SLA

SMC has created the comprehensive list of complaints pertaining to the day to day life of the city resident. The complaints are then classified on the basis of priority, High Priority complaints (that are to be attended within 24 hours), Medium Priority complaints (are meant to be attended to within 48 hours), Low Priority complaints (to be addressed within 72 hours) and General complaints (need to be attended to within 7 days).

The details of complaint category, sub-category along with compliance duration is as under:

Complaint Code	Complaint Description	Compliance Duration (hrs.)
Category-1: Garbage & Cleanliness		
101	Cleaning/Scraping not carried out/not proper	48
103	Container/Dustbin not lifted/not cleaned properly	48
105	Lifting of building materials	48
106	Hawkers not maintaining cleanliness	48
107	Improper disposal of hotel/restaurant wastes	24
108	Construction & Demolition Waste	48
109	Burning Of Garbage In Open Space	48
199	Other	48
Category-2: Mosquitoes and Mosquito borne Diseases		
206	Mosquito breeding site / water logging	72
207	Mosquito Nuisance	72
299	Other	72
Category-3: Roads and Footpath		
301	Damaged Road	168
302	Damaged Footpath	168
303	Damaged Road Divider	168
309	No marking on Bump	360

310	Marking not proper on Bump/Zebra Crossing	360
399	Other	48
Category-4: Water Supply		
401	Insufficient supply duration	24
402	Insufficient supply pressure	24
403	Impure/Contaminated water	72
404	Pipeline leakage	48
405	Chlorine content not proper	24
406	Supply not received	24
407	Repairing of Standpost/Handpump	168
499	Other	72
Category-5: Drainage and Storm Drain		
501	Overflowing drainage within house/premises	24
502	Broken Manhole/Drain Cover	24
503	Leakage in drainage line	24
504	Overflowing/choked drainage on Road	24
506	Overflowing soakpits/septic tanks	24
507	Request for emptying soakpits/septic tanks	48
508	Storm Water logging on public road	24
509	Storm Water logging in open plots	48
510	Open Manholes or Drains	24
511	Improper Disposal of Fecal Waste / Septage	24
599	Other	48
Category-6: Street Light		
601	Insufficient lighting	72
602	Street light not working	48
603	Street light pole collapsed	24
605	Street Light working in day time/time not proper	24
606	Street Light not working on BRTS routes	48
607	High Mast Tower Light not working	48
608	LED Street light not working	48
699	Other	48
Category-7: Dead Animals		
701	Lifting of dead - Big Animals	24
702	Lifting of dead - Small Animals	24
799	Other	24
Category-8: Illegal Construction and Encroachment		
801	Road Encroachment / Non-permanent	168
804	Illegal construction / Permanent Encroachment	360
805	Parking Encroachment	360
806	Vegetable Market Encroachment	360
Category-9: Public Toilet		
901	Public Toilets not cleaned	24
903	Improper management of public toilet	168
904	Open Defecation in public places	168
906	Repairing required in Public Toilet	168
999	Other	48
Category-10: Food Safety Act		
1001	Adulteration of foods	48
1003	Food poisoning	24

1004	Agency not registered under food Safety Act	168
1099	Other	48
Category-11: Hospitals and Dispensaries		
1101	Nuisance of biomedical waste	24
1102	Improper Disposal of Hospital Waste	48
1103	Hospital/dispensaries not registered for bio-medical waste	168
1199	Other	48
Category-12: Complaints against SMC Staff		
1201	Misbehaviour of Staff	168
1202	Corruption charges	168
1203	Complaints not attended properly	168
1299	Other	168
Category-13: Property Tax		
1301	Wrong Assesment	240
1302	Non disposal of Name Transfer Application	120
1303	Non disposal of Assessment Application	240
1304	Non disposal of Bhaduat Kami application	240
1399	Other	120
Category-14: Door to Door Garbage Collection		
1401	Door to Door Garbage not collected	48
1402	Door to Door Garbage irregular	48
1403	Others	48
Category-15: Public Parks & Garden		
1501	Cleanliness in garden not proper	48
1502	Trimming of Trees	72
1503	Improper cleaning of Toilet Blocks	48
1504	Repairing of Benches/Water Hut/Walk Way	168
1505	Light not working	48
1599	Other	48
Category-16: Stray Animals		
1602	Catching stray cattle	96
1604	Animal Birth Control Programme	168
1699	Other	96
Category-18: Others		
9999	Other	72

4. COMPLAINT ASSIGNMENT

The city is divided into seven administrative zones and each zone is further divided into sanitation wards. The citizens are quite familiar with the ward and zone pertaining to specific area.

The complaints are assigned to responsible employee depending on the complaint code, zone and ward. The system uniquely identifies the complaint assignee depending on above three parameters. Each assignee is uniquely identified based on the employee number.

For engineering complaints the complaints are generally assigned to assistant engineer or junior engineer, health complaints they are assigned to sanitary

inspector or sub-sanitary inspector and administrative complaints are assigned to clerks at Level-1. The contact details of the assignee employee is shared to the complaint along with mobile number.

5. COMPLAINT ESCALATION

With a view to ensure timely compliance, complaint escalation is incorporated in the system.

The complaints are first assigned at Level-1 employee, if the complaint remains non-complied within the compliance duration, the complaint is assigned to Level-2 officer and if it remains non-complied even after 24 hours it is escalated to Level-3 officer.

For each escalation, the citizen is notified that the complaint is escalated and the contact details of the concerned officer at respective level are also shared with the citizens.

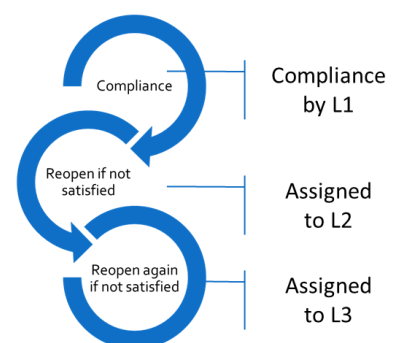
6. COMMUNICATION WITH COMPLAINANT

It is very important to keep the complainant citizen in the loop and keep him/her informed about the status at each stage. The complainant is notified as following:

1. At the time of registration of complaint, intimating complaint ID, complaint assignee employee name and contact number.
2. At the time of complaint escalation (Level-2 or Level-3) intimating about escalation and name and contact details of officer to whom complaint is escalated.
3. On compliance of the complaint.

7. REOPENING OF COMPLAINT / APPEAL ON COMPLIANCE

To make sure that the complaints are complied properly and to the satisfaction of the citizen, provision to reopen complaint is made. Once the complaint is complied, an SMS is sent to the complainant intimating about the compliance. The citizen is also intimated to reopen the complaint if s/he is not satisfied with the compliance.



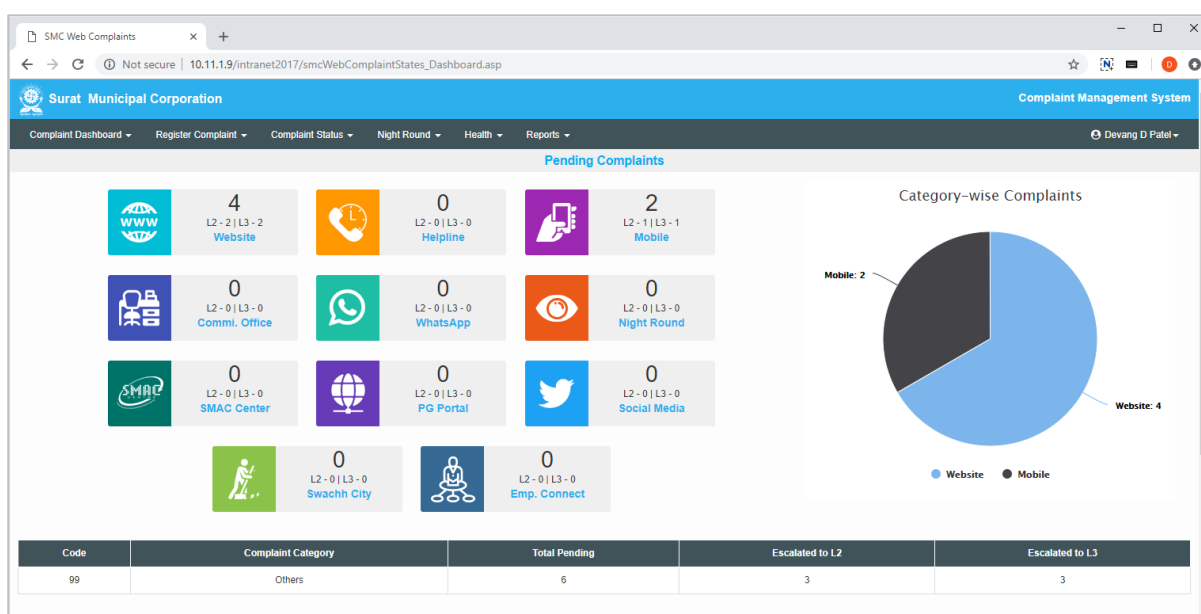
The complaint can be reopened within 48 hours of compliance. Reopened complaints are directly assigned to Level-2 officer. On compliance of such

reopened complaint again the citizen is notified and he is given option to again reopen the complaint if not satisfied. Such reopened complaints are assigned to Level-3 officers.

8. COMPLAINT MANAGEMENT SYSTEM WEB INTERFACE FOR EMPLOYEES

Considering the different types of employees working for different domains like health, engineering and administration within SMC and their level of computer knowledge, it is very important to provide an easy user interface.

The webbased application provides the dashboard quickly providing insights on the pending complaints. It also provides details like source wise complaints, escalation details, etc.



9. COMPLAINT MANAGEMENT SYSTEM MOBILE APP INTERFACE FOR EMPLOYEES

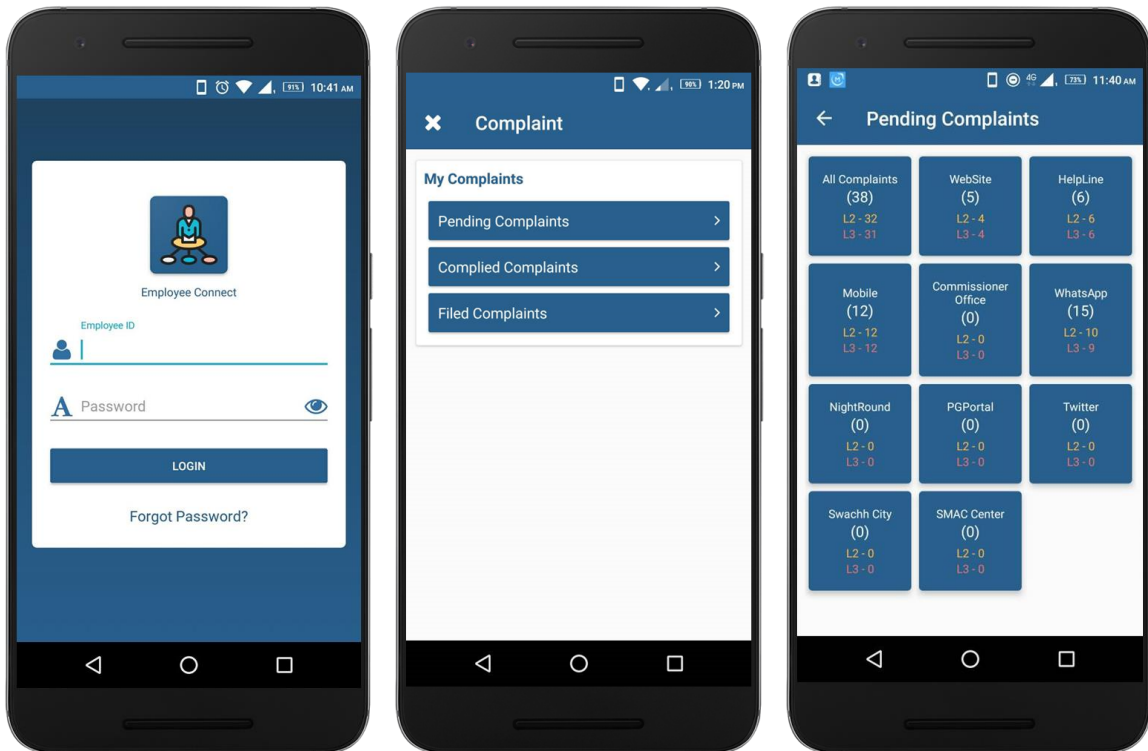
SMC has launched SMC Employee Connect Mobile App (<https://play.google.com/store/apps/details?id=in.smc.ec>). The app enables the assignee employee/officer to keep check on the complaints assigned to him/her. It enables them to check pending complaints, escalated complaints, and reopened complaints. It enables them to mark the compliance from the field. If complaints are not pertaining to them, they can assign/transfer to the concerned employee.

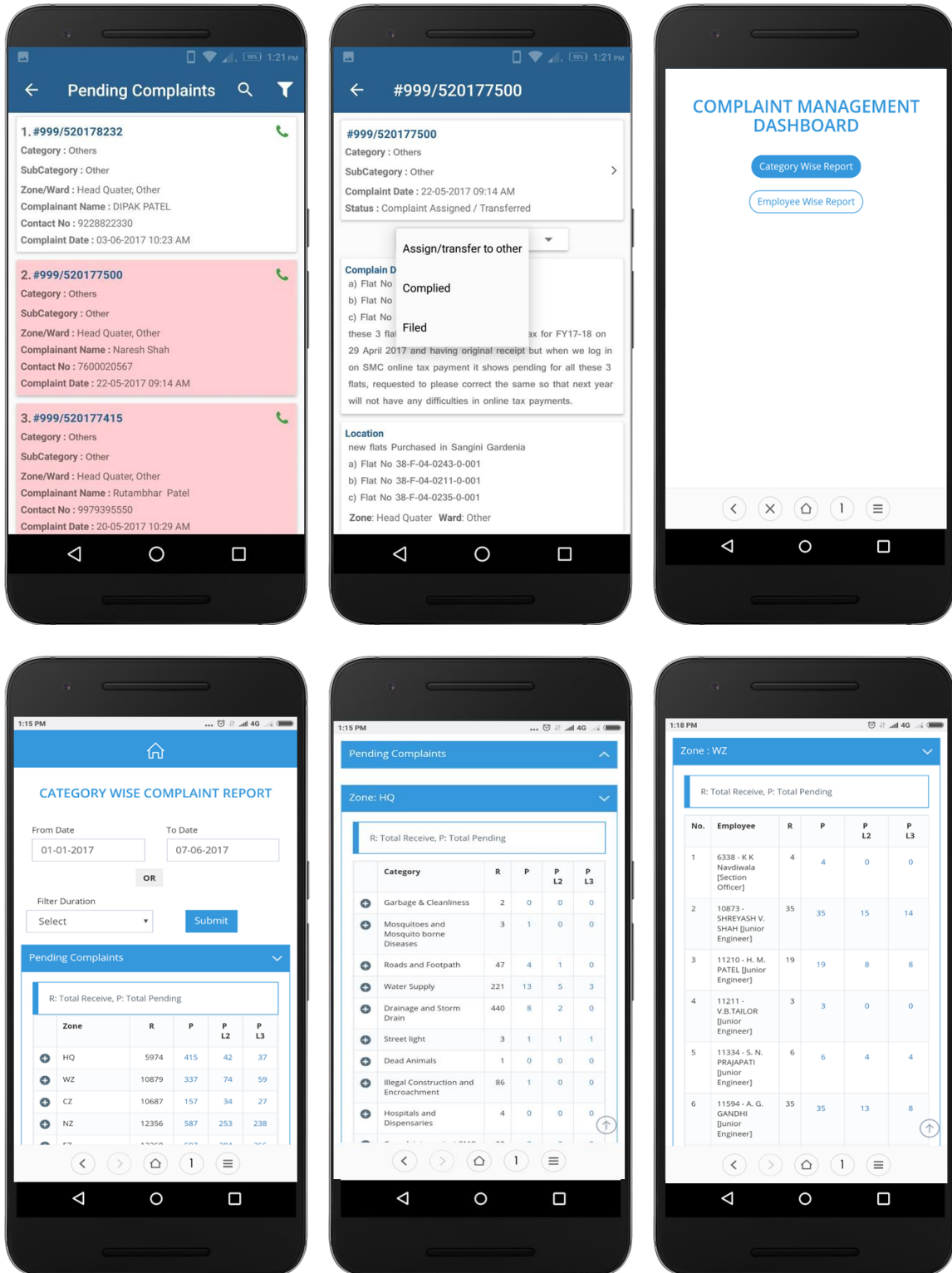
The assignee officer is notified through SMS and push notification as and when the complaint is registered by the citizen. He is also notified when the complaint is escalated.

This app has been very useful to the employees and has also improved the overall response time and reduce the compliance duration.

Prior to this app, employees were required to rely on the SMS notification which was having limited information. The compliance was not on-the spot as the same required to have access the webbased application within the intranet.

The screen shots of the app are as under:





10. COMPULSORY COMPLIANCE FROM FIELD ALONG WITH IMAGE

For certain complaints, it is made mandatory to mark the compliance using the employee connect mobile app. At the time of compliance it is mandatory to take the field photograph and the selfie and the system captures the lat-long of the complaint location. This mechanism help ensure the compliance

Smart Urbanation Award

from the field and it also help identify the location information of the complaint. The consolidated data helps identify the complaints coming from specific area and redress it better.

11. MIS FOR HIGHER OFFICIALS

The higher officials are provided with necessary reports that enable them to check the complaint pendency, escalation, reopening, etc. The reports enable them to check the complaint statistics depending on complaint category, zone/ward, employee, etc.

Complaint Summary

Category	HQ				West				Central				North				East				South				South East				Althwa				Total				
	P	C	F	T	P	C	F	T	P	C	F	T	P	C	F	T	P	C	F	T	P	C	F	T	P	C	F	T	P	C	F	T	P	C	F	T	
Garbage & Cleanliness	1	0	0	1	239	21	318	1	233	28	272	0	176	25	205	5	223	49	326	0	162	2	164	0	143	8	151	1	142	43	185	8	1388	237	1633		
Mosquitoes and Mosquito borne Diseases	0	0	0	0	15	8	23	0	19	0	19	2	32	6	40	0	121	22	149	0	32	0	32	0	28	1	29	0	11	0	11	2	258	42	302		
Roads and Footpath	0	2	0	2	48	50	98	0	79	38	117	0	18	41	59	0	22	74	96	2	19	12	33	1	39	2	42	0	35	9	43	3	216	223	442		
Water Supply	1	138	53	192	0	29	0	29	0	15	2	17	0	12	12	24	1	17	26	44	0	39	1	40	0	28	4	32	0	48	0	48	2	326	98	426	
Drainage and Storm Drain	1	2	3	6	0	96	12	108	0	186	16	202	0	20	73	93	9	56	38	103	0	96	8	104	1	142	13	156	1	79	7	87	12	677	170	859	
Street light	0	11	20	31	0	57	2	59	0	75	1	76	2	178	12	192	0	137	0	137	0	44	4	48	1	76	4	81	0	25	1	26	3	583	44	640	
Dead Animals	0	21	0	21	0	25	2	27	0	19	2	21	0	9	0	9	0	9	0	9	0	14	0	14	0	4	0	4	0	15	1	16	0	116	5	121	
Illegal Construction and Encroachment	0	0	2	2	8	75	86	2	86	5	91	5	0	1	6	0	1	0	1	0	5	2	7	0	4	0	4	0	2	4	6	1	19	7	27		
Public Toilet	0	0	0	0	2	0	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Food Safety Act	0	3	2	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Hospitals and Dispensaries	0	1	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Complaints against SMC Staff	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
property tax	0	1	0	1	0	1	0	1	0	2	0	2	0	2	0	2	0	3	0	3	0	14	0	14	0	3	0	3	0	4	0	4	0	5	0	5	
Door to Door Garbage Collection	0	0	0	0	288	28	316	0	142	9	151	0	252	43	295	2	353	21	374	0	377	0	377	0	297	3	300	0	95	23	118	2	1774	337	2111		
Public Parks & Garden	5	26	22	119	0	3	0	3	0	2	0	2	0	1	1	2	0	3	3	6	0	0	0	0	0	0	0	0	0	2	4	6	5	191	20	216	
Stray Animals	0	101	8	109	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	101	8	109	
CVP Monitoring	0	0	0	0	0	0	0	0	0	1	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
SMC Offices & Facilities	0	0	0	0	0	0	0	0	0	1	0	1	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	1	2	3	
Others	3	29	0	32	1	15	1	17	0	12	0	12	1	6	0	7	3	5	2	10	0	21	0	21	0	5	2	7	0	10	1	11	8	106	6	112	
Over All	11	401	119	531	5	780	246	1031	3	824	234	1061	8	709	342	1059	26	981	342	1349	3	850	78	931	6	785	111	902	2	484	100	586	64	5817	1372	7453	

Reopened Complaint Summary

Surat Municipal Corporation Complaint Management System

Reopen Complaint Dashboard Zone Wise

From Date: DD/MM/YYYY To Date: DD/MM/YYYY For: Head Quarter

Zone wise Reopen Complaint from 01/11/2018 to 15/11/2018

Category	Head Quarter									West Zone									Central Zone									North Zone									Rec											
	Received			Reopened at L1			Reopened at L2			Received			Reopened at L1			Reopened at L2			Received			Reopened at L1			Reopened at L2			Received			Reopened at L1			Reopened at L2														
	P	C	F	T	P	C	F	T	P	C	F	T	P	C	F	T	P	C	F	T	P	C	F	T	P	C	F	T	P	C	F	T	P	C	F	T												
Garbage & Cleanliness	1	0	0	1	0	0	0	0	0	0	1	239	20	310	1	5	1	2	0	0	0	0	1	233	26	270	1	2	0	3	0	0	0	0	126	29	205	0	3	0	3	0	0	0	0	4	223	
Mosquitoes and Mosquito borne Diseases	0	0	0	0	0	0	0	0	0	0	0	15	8	23	0	0	0	0	0	0	0	0	0	19	0	19	0	0	0	0	0	0	0	2	32	6	40	0	0	0	0	0	0	0	0	121		
Roads and Footpath	0	2	0	2	0	0	0	0	0	0	0	2	48	50	0	0	0	0	0	0	0	0	0	79	28	117	0	2	0	2	0	0	0	18	41	59	0	0	0	0	0	0	0	0	0	22		
Water Supply	1	5	13	19	0	0	0	0	0	0	0	55	0	55	0	1	0	1	0	0	0	0	0	22	2	24	0	0	0	0	0	0	0	28	13	51	0	0	0	0	0	0	0	0	1	33		
Drainage and Storm Drain	1	2	3	6	0	0	0	0	0	0	0	56	12	108	0	3	0	3	0	0	0	0	0	186	16	202	0	2	0	2	0	0	0	20	23	93	0	0	0	0	0	0	0	0	0	56		
Street light	0	0	19	19	0	0	0	0	0	0	0	58	3	61	0	0	3	0	0	0	0	0	0	72	1	73	0	1	0	1	0	0	0	2	181	12	195	2	9	1	12	0	0	0	0	128		
Dead Animals	0	0	0	0	0	0	0	0	0	0	0	25	2	27	0	0	0	0	0	0	0	0	0	19	2	21	0	0	0	0	0	0	0	21	0	21	0	0	0	0	0	0	0	0	9			
Illegal Construction and Encroachment	0	0	2	2	0	0	0	0	0	0	0	2	8	75	86	0	0	0	0	0	0	0	0	2	30	128	169	2	0	0	2	0	0	0	3	0	125	128	0	0	0	0	0	0	0	0	2	2
Public Toilet	0	0	0	0	0	0	0	0	0	0	0	2	0	2	0	0	0	0	0	0	0	0	0	5	1	6	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	4		
Food Safety Act	0	0	0	0	0	0	0	0	0	0	0	1	2	3	0	0	0	0	0	0	0	0	0	1	2	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	
Hospitals and Dispensaries	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Complaints against SMC Staff	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
property tax	0	1	0	1	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	2	0	2	0	0	0	0	0	0	3	0	3	0	0	0	0	0	0	0	0	0	14		
Door to Door Garbage Collection	0	0	0	0	0	0	0	0	0	0	0	288	28	316	0	0	0	0	0	0	0	0	0	0	142	9	151	0	0	0	0	0	0	0	252	43	295	0	0	0	0	0	0	0	0	2	323	

Employee wise Complaint Reopened Summary

Surat Municipal Corporation Complaint Management System

Officer wise Reopen Complaint Details

from 29/10/2018 to 29/11/2018

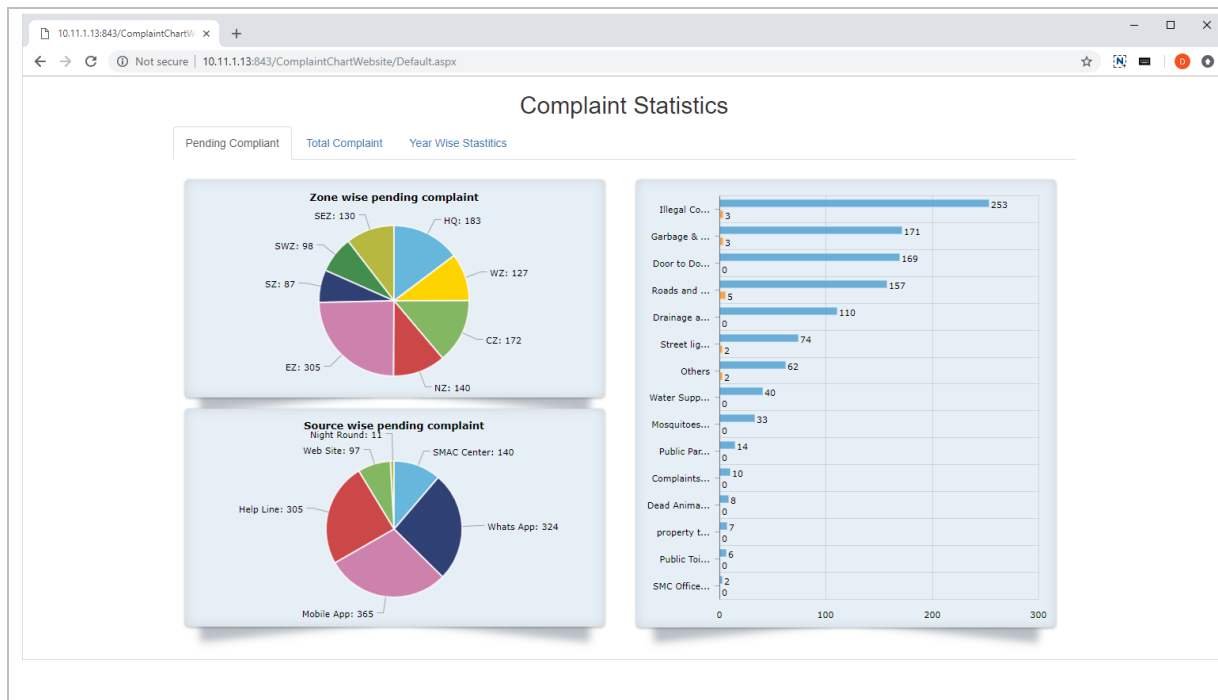
Current Week
 Last Week
 Last 15 Days
 Last Month

From Date: 29/10/2018 To Date: 29/11/2018

Filter Clear Filter

Emp.No	Emp.Name	Total Complaint	Total Pending Complaint	Reopen L1	Pending L1	Reopen L2	Pending L2
35191	B.B.PATEL	113	4	5	0	0	0
36956	C.D.SAVANI	31	2	1	0	0	0
34873	A.B.Nayi	108	2	1	0	0	0
35617	A.J.Mahant	65	2	1	0	0	0
32083	A.J.PATEL	93	2	1	0	0	0
36465	A.M.Jariwala	129	3	1	0	0	0
19691	A.C.Chauthan	296	0	1	0	0	0
12661	A.M.Dube	6	0	1	0	0	0
22149	A.B.SAVAL	103	3	1	1	0	0
37091	A.J.GADARIYA	37	2	1	1	0	0
37096	Anil B. Bhagat	150	4	4	0	0	0
18734	Anil Patel	141	1	2	0	0	0
10703	B.H.Trivedi	72	4	3	1	0	0
34074	B.N.Parmar	75	2	1	0	0	0
19646	B.V.Solanki	72	5	1	0	0	0
12659	B.R.Patel	163	2	2	1	0	0
19699	B.B.Gandhi	243	3	1	0	0	0
19649	B.J.SARVAIYA	210	6	1	0	0	0

Source wise, zone wise, category wise complaints



Monitoring Mechanism

The complaints are reviewed at the level of department head i.e. by Executive Engineer for engineering complaints, Deputy Medical Officer of Health for health complaints and Assistant Commissioner for other administrative complaints. This review is done on a daily basis. The complaints are further reviewed at Zonal Chief / Divisional Head at the rank of City Engineer and Deputy Commissioner. The complaints are reviewed at the level of Municipal Commissioner every week during the weekly Public Health & Engineering meeting.

The complaints are reviewed in terms of pendency, reoccurrence from specific area, reoccurrence of specific type of complaints, timely compliance (pending beyond compliance period) and escalation, reopened complaints, etc.

Active participation from citizens, field staff, supervisors and management have found this convenient and sustainable in the long run. Complaints ageing analysis, automatic escalation after SLA at multiple levels ensures that every grievance is attended promptly. Analysis of complex and repetitive grievances leads to more refined planning for mid-term and long term timescale. All stakeholders, service providers, service beneficiaries, and regulatory overseeing by upper governments are better coordinated with widespread use of this system.

Cross Verification Mechanism

The Complaint Monitoring Cell is created to monitor the complaints. The team randomly call the citizens and take the feedback regarding the proper compliance of the complaints.

Adaptability & Scalability

Measures to ensure adaptability and scalability

Necessary care has been taken to ensure that the system is easy to adopt for all sections of society and all age groups. There is support for local language as well.

The complaint management system has been designed in such a manner that any new channel for complaint registration can be incorporated as and when required without impacting existing system. Also the software and hardware infrastructure has been designed in such a manner that it can sustain the peak load. Moreover it has potential for expansion as well.

Measures to ensure replicability

The service oriented architecture has been put in place so that the same be replicated across various service delivery mechanism.

Risk Analysis

The cost to manage and maintain the system is very minimal as the same is developed and managed in-house. There is a common architecture for supporting different mobile application platforms like android and iOS and also for webbased intranet and internet interface, making it manageable and scalable for inclusion of additional services. Since the system has been designed and developed inhouse, its maintenance and enhancement is not dependent on external agency or individual. These result in financial and technical sustainability of the system which ultimately minimises the risk.

Financial Sustainability

The cost to manage and maintain the Complaint Management System is very minimal as the same is developed and managed in-house. The cost attached with making available the feature as part of website and mobile app is also nominal. In the backend, the system utilizes the same resources (like power, internet bandwidth, etc.) which are required and already available for running the corporation's other services. The notification of SMS is done utilizing the SMS gateway of Mobile Seva Platform offered by the Ministry of Electronics & Information Technology, the cost of which is very nominal. The call center is

part of Command & Control Center and the staff is effectively utilized for not only registering complaints but also for monitoring its compliance and taking random feedback from the citizens.

Considering all these aspects operations and maintenance of the Complaint Management System is cost effective and the initiative is financially sustainable.

Environmental Sustainability

Various complaint registration avenues, like toll free number, whatsapp, website and mobile can access the services from their convenient place. They need not travel to SMC offices. In a larger context, the reduced footprints leads to reduced fuel consumption and reduced pollution.

Social and Cultural Sustainability

The easy user interface and local language support ensures that any person can use the website and mobile application easily. The toll-free number can be used by any one. The ability to report complaint through whatsapp is also very easy, all one has to do is to send the complaint details along with photograph if any.

User Convenience

Below mentioned aspects makes SMC's Comprehensive Complaint Management System very user friendly and acceptable.

Service Delivery Channels

SMC' CCMS enables registration of complaints through various channels like SMC's portal, mobile app, whatapp, toll free number and even from city civic center. It enables the citizens to report their grievances on the go.

Accessibility

The services through website and Mobile App are accessible to all having an internet connection. Citizen can access it 24*7. The toll free number and whatsapp is also accessible from 6:00 am to 10:00 pm. The service can be accessed from any place at any time which is convenient to the citizen.

Distance required to travel to Access Points

Different registration channels offered by SMC eliminates need for physical presence and travel. The complaints can be reported from home, office or any other place without travel to SMC offices.

Status tracking

Citizens are updated about the complaint status right from registration to its compliance. They can also track the complaint status by entering complaint ID on SMC's website, mobile app or by sending SMS.

Results Achieved

The Complaint Management System has been very useful tool to SMC in managing the citizen grievances. Various enhancements to the system and introduction of new channels has received very good response from the citizens. The initiative taken by Surat Municipal Corporation has been appreciated by the people and media.

COMPLAINT STATISTICS

For current year, from 01/01/2018 to 15/01/2018, total 184,694 complaints have been registered through various channels. Out of these 184,593 complaints have been complied. This is 99.95% compliance.

Category wise complaints and compliance statistics

Category	Pending	Complied	Total	Compliance %
Garbage & Cleanliness	13	30,346	30,359	99.96%
Mosquitoes and Mosquito borne Diseases	2	8,897	8,899	99.98%
Roads and Footpath	8	20,205	20,213	99.96%
Water Supply	4	15,573	15,577	99.97%
Drainage and Storm Drain	13	25,323	25,336	99.95%
Street light	6	18,002	18,008	99.97%
Dead Animals	0	2,443	2,443	100.00%
Illegal Construction & Encroachment	16	23,345	23,361	99.93%
Public Toilet	1	969	970	99.90%
Food Safety Act	0	435	435	100.00%
Hospitals and Dispensaries	0	90	90	100.00%
Complaints against SMC Staff	1	257	258	99.61%
Property Tax	0	1,703	1,703	100.00%
Door to Door Garbage Collection	3	22,864	22,867	99.99%
Public Parks & Garden	7	5,212	5,219	99.87%
Stray Animals	0	3,863	3,863	100.00%
Others	24	4,977	5,001	99.52%
Over All	101	1,84,593	1,84,694	99.95%

Complaint Reopened Statistics

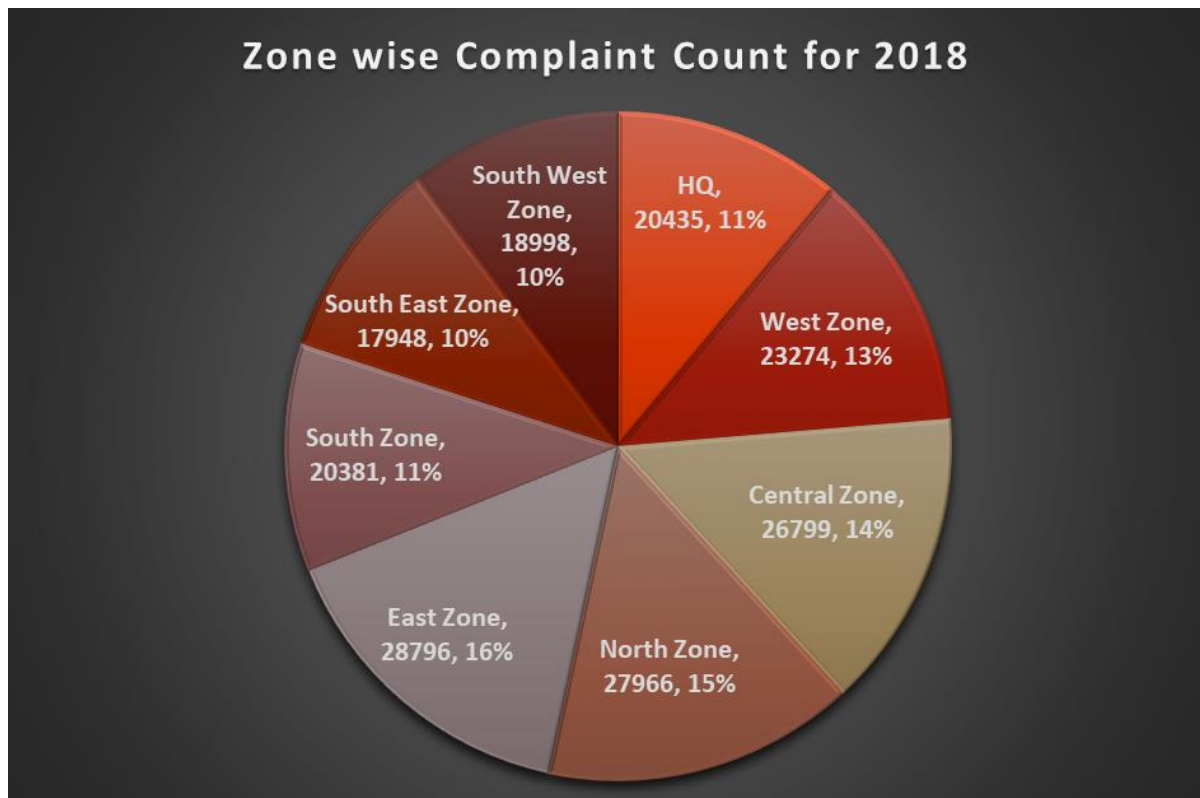
The following table summarizes the complaint reopening details. CCMS provides an option to the citizens to reopen the complaint if they are not satisfied with the compliance.

Location	Total Complaints	1st Reopening		2nd Reopening	
		Reopened Complains	% of Total Received	Reopened Complains	% of Total Received
HQ	20,435	97	0.47%	9	0.04%
West Zone	23,274	716	3.08%	7	0.03%
Central Zone	26,799	744	2.78%	4	0.01%
North Zone	27,966	862	3.08%	47	0.17%
East Zone	28,796	954	3.31%	17	0.06%
South Zone	20,381	669	3.28%	41	0.20%
South East Zone	17,948	621	3.46%	22	0.12%
South West Zone	18,998	527	2.77%	8	0.04%
Total	1,84,694	5190	2.81%	155	0.08%

As it is evident, out of the total compliance 2.81% opted for complaint reopening due to improper compliance and out of them 0.08% again opted for reopening as the reopened complaint was also not complied upto their satisfaction.

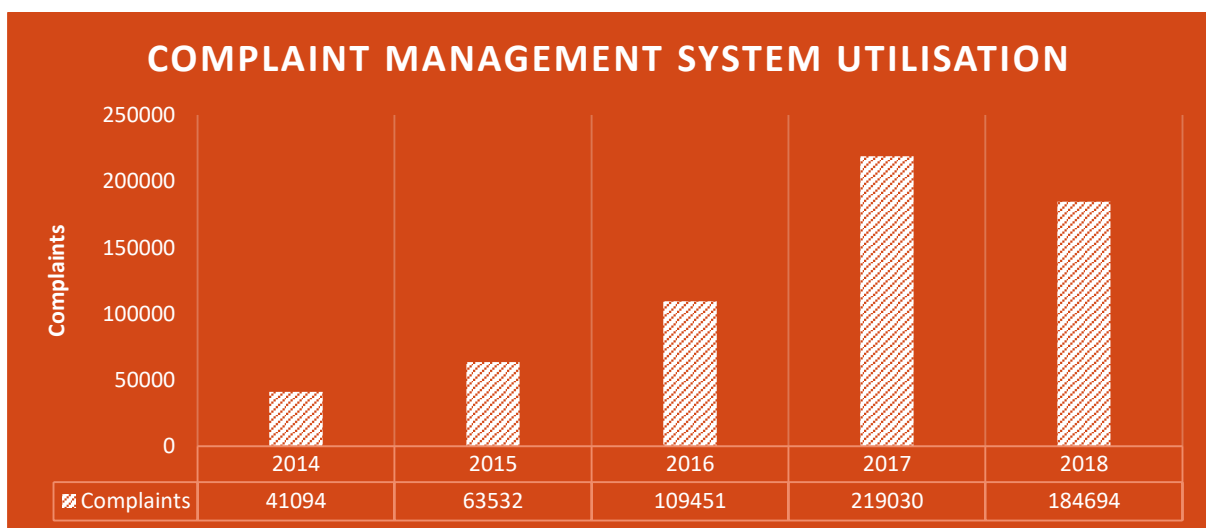
Considering the quantum of the complaints, it can be said that majority of the citizens are satisfied with the curative measured taken by SMC with regards to their complaint.

Area/Zone wise complaint statics



Complaint Management System Utilisation

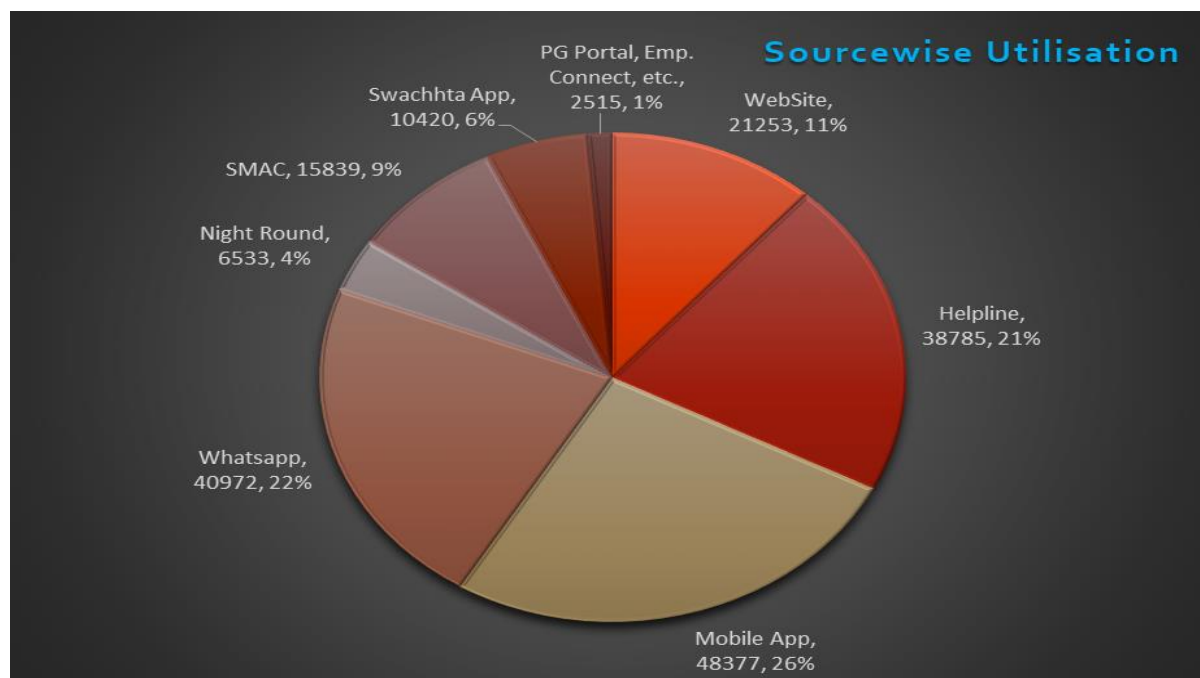
The utilization of system has grown consistently. This is due to the introduction of very easy to use complaint reporting channels and also due to the proactive registration of complaints.



Channel wise Complaint statistics

The below mentioned graph represents the complaints reported through various complaint channels. Mobile app has been the most utilized channel as it offers the option to register complaint on the go. The second popular channel

is whatsapp, which denotes that adoption of popular apps amongst the citizen has aided SMC to engage citizens to report their problems. The proactive channels like the Night Round, Command & Control Center (SMAC), Employee Connect, PG Portal, etc. accounts for over 15% of complaints.



Benefits of the Comprehensive Complaint Management System

- **Single system across organization:** CCMS is a single repository of all the complaints pertaining to SMC. Complaints coming from different sources have a common database and provides holistic view of complaints.
- **Easy to use:** SMC has offered various channels for reporting complaints that are popular amongst the citizens. The toll-free number helps people belonging to lower section of society or non-tech savvy people to register their complaints. The website and mobile app helps people register their complaints on the go. Whatsapp is a popular social media tool widely used by people belonging to different age group.
- **Improved communication:** Complainant is notified at each stage of complaint right from registration to its compliance. This helps to keep citizen in loop during the process.
- **Improvement in service delivery:** Complaint escalation and complaint reopening helps to ensure timely and proper compliance of the complaint. Combined with regular review at the highest level, the system helps to improve the service delivery.

- **Better insights:** Various analytics on the complaints helps to identify frequent complaints, average turnaround time, general pendency vis-à-vis employee, general reopening vis-à-vis employee, area specific complaints, etc. All this help identify the root cause of the complaints and take short term and long term corrective measures. It also helps to identify need for strengthening infrastructure and manpower.
- **Empowered employees:** SMC Employee Connect helps keep track of complaints assigned to them. It sends them notifications on escalation, reopening, etc. The dashboard gives quick glance of the pendency along with escalation. It also helps to get complete details of the complaint registered by citizen even on the field eliminating need to visit office.
- **Improved citizen satisfaction:** CCMS with its different features helps SMC ensure timely and proper compliance and it helps citizens keep track of their complaint for its compliance upto their satisfaction.

Conclusion

Comprehensive Complaint Management System enables all sections of the society to report their grievances. The toll-free number, mobile app, whatsapp and website provides very easy to use avenues for reporting problems and thus help ensure citizen engagement. The system helps track the compliance vis-à-vis set compliance duration. The escalation and complaint reopening mechanism helps ensure timely and proper compliance. The proactive complaint registration through Command & Control Center, night round, employee connect app help identify issues well in advance and resolve them even before they are reported by citizens. The notification at every stage right from complaint registration to complaint resolution keeps citizen in loop of the process. The complaint reopening feature empowers them if they are not satisfied with the resolution.

All in all the system helps SMC better utilise its diverse workforce of over 17,000 employees spread across different offices and facilities to ensure proper resolution of citizen grievances and also improve the overall service delivery. It has also resulted in building trust amongst the citizens regarding the way their grievances are handled. For current year, from 01/01/2018 to 15/01/2018, total 184,694 complaints have been registered through various channels. Out of these 184,593 complaints have been complied which indicates 99.95% compliance. The system has helped redress over 600,000 grievances reported in last 5 years.

Responsive administration also wins trust and cooperation of citizens and business establishments for its tax collection, complying with sanitation guidelines, participation in vaccine administration, vector borne disease containment, and many other touch points that citizens have with municipal administration throughout the year.

Effectiveness of redressal can be monitored for any area, for any functional department and also for any specific seasonal patterns or for vulnerable groups. This system acts as an objective assessment system for delivery of basic services, sensing early alerts for deficiency and timely resolution to maintain uninterrupted availability.

Available for the entire population with various access mechanism, it caters to people of all levels of literacy and convenience and provides a primary communication and feedback mechanism for maintaining quality of urban civic life.

At times, this has raised the level of expectations from other utility providers operating in the city. Citizens who have migrated into the city recently or who

have already spent decades here feel same level of connect with city administration due to its timely responsiveness reflected by this system.

Several batches of recently inducted Civil Services administrators (IAS), mid-level and senior officials from other cities and even city and state elected representatives from other cities & states have visited the city to learn, imbibe, emulate and replicate this system in their parent organisations.

The system has been very useful in bridging the communication gap between SMC and the citizens of Surat and provides citizens a platform through which they can get their grievances redressed in a timely and transparent manner. It also serves as a means to measure the efficiency and effectiveness of municipal bodies as it provides important feedback to the ULBs on the working of the administration.
